



28 March 2005



Sponsorship

1. We are an Army of People. Every Soldier, family member, and civilian employee deserves to be brought into a new unit with effective personal contact. Newly assigned personnel and their families develop their first—and perhaps most critical—impression of the unit and installation based on how well they are received. These impressions will significantly affect a new arrival's attitude toward his or her assignment, which in turn affects unit cohesion, retention, morale, and discipline. For this reason, sponsorship is a vital command responsibility. We need commanders and leaders at all levels to effectively lead and manage their sponsorship program, select the right people to be sponsors, and ensure these individuals are trained and given the resources they need to succeed.

2. To revitalize and ensure the success of our sponsorship program, Army in Europe Regulation 600-8-8, *Military and Civilian Sponsorship*; and USAREUR Pamphlet 600-8-8, *How To Be a Good Sponsor*, are being revised and will be published in mid- to late April. It is my intent that these publications will—

- Require units to have written sponsorship management plans and to update their plans each year.
- Prescribe policy on sponsorship leader training.
- Require civilian employees to receive sponsorship training before they perform duties as sponsors.
- Incorporate guidance on using DA Form 4856 to counsel sponsors on their duties and responsibilities.
- Update S-Gate and Army Community Service sponsorship training.
- Empower commanders to execute their unit sponsorship program with precision.

3. Sponsors must be good listeners, knowledgeable about their community, able to anticipate the needs of the individuals they sponsor, and willing to provide selfless support. Leaders must ensure that sponsors clearly understand their responsibilities by counseling them and providing constructive feedback.

ANY MISSION, ANYWHERE!

B
E
L
L

S
E
N
D
S

#

17-05

4. Although sponsors are responsible for carrying out sponsorship duties, sponsorship must be a commander's program. When properly executed, an effective sponsorship program successfully integrates newly arrived Soldiers, civilians, and their families into the unit.

5. In our fast-paced environment, sponsorship has to be a top priority. I want commanders to review the guidance on sponsorship in Army in Europe Command Policy Letter 13, and reenergize their unit sponsorship programs. Every effort must be made to ensure that all new arrivals are properly received and integrated so that we can continue to execute with excellence Any Mission, Anywhere.



B. B. BELL
General, US Army
Commanding

B
E
L
L

S
E
N
D
S

#

17-05



ANY MISSION, ANYWHERE!